

City of
**South
Fulton**

Strategic Plan

2020
2023

Envisioning our Future





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FROM THE MAYOR

It is my distinct honor and pleasure to serve as the first Mayor of the City of South Fulton. During my tenure, I have been impressed and humbled by the resiliency displayed in meeting the challenges of standing up Georgia's fifth largest municipality. The strategic plan for the City of South Fulton is the single most important planning tool for our young community.

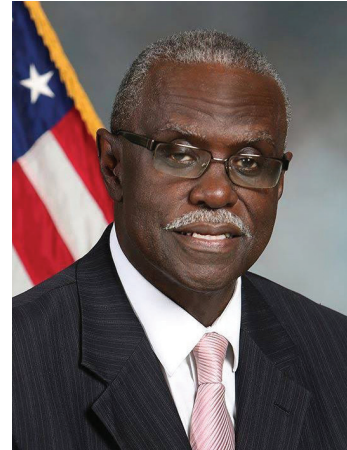
During my oath of office and my many interactions with individual citizens, communities and governmental entities, I promised to lead a city government that works for everyone. In the pages that follow, you will see that we have created an aggressive agenda focused on capitalizing on the lessons learned from transitioning to cityhood and putting the necessary infrastructure in place to not only govern a new city, but to create a roadmap to sustainability. These efforts are squarely focused on reaching the City's full potential and realizing the initial goals of self-determination and reaching the economic potential clearly identifiable within our boundaries.

Through an extensive process, we have heard from the people of the City of South Fulton and we are vigorously laying the groundwork to enhance public safety services, increase mobility, and support important economic development activities. In collaboration with our citizens, the City Council and I are taking action to deliver a world-class city where everyone matters, setting a solid foundation for generations to come.

Recognizing the many challenges that face our new city, this strategic plan is imperative in mitigating the challenges encountered in laying the groundwork that will guide us moving forward and establish a baseline for future planning activities. In the weeks, months and years to come, I look forward to working with City Council, our many community partners and, most importantly, you to create a fairer future for all citizens of the City of South Fulton.

Sincerely,

William "Bill" Edwards
Mayor



FROM THE CITY MANAGER

For nearly six months, from September 2018 through March 2019, the City has gathered qualitative and quantitative information from citizens, business stakeholders, staff and elected officials on the needs of South Fulton residents and ideas for building a world-class South Fulton. The City hosted a dozen public meetings related to strategic planning and received close to a thousand survey responses from residents and key stakeholders.

Overwhelmingly, citizens expressed support for enhanced public safety investments, a desire for improvements to quality of life (walking paths, trails, senior services) services, greater economic opportunity and a strong desire for a government they can trust. Citizens spoke favorably about roadway infrastructure (travel-ability) although they anticipate better street lighting and intersection safety. Citizens also spoke highly of fire services, housing options, and the City's openness to diversity. A full summary of these statistics can be found starting on page 37.

Citizen feedback strongly aligns with the strategic focus areas set forth by the City's Mayor, Council, and staff:

- More responsive and efficient government
- Healthy Council and staff teams
- A growing economy
- Higher quality of life
- Improved infrastructure

The City is highly committed to implementing plans and projects that will advance these five strategic focus areas as they address nearly all citizens' concerns and aspirations. The City's staff has outlined a number of projects and initiatives in this plan that directly address the concerns citizens have expressed. Now that we have clarity about the challenges and have set forth specific focus and initiatives, we will begin to execute these plans and communicate progress with you, our valued residents and business stakeholders.

It is clear that South Fulton was created out of an overwhelming desire for self-governance, improved service delivery, and self-determination. Through incorporation, citizens created an opportunity to administer services and programs that ensure residents feel safe, raise healthy families, and build thriving businesses. City-building is not easy, but through continued collaboration and partnership between city officials, residents, and businesses we will continue to ensure we make the City of South Fulton "Where You Want to Be." I am excited to lead a team of committed leaders who are dedicated to supporting the vision of our citizens and elected officials, and I am proud to move our City forward by continuing this important work together.

In Service,

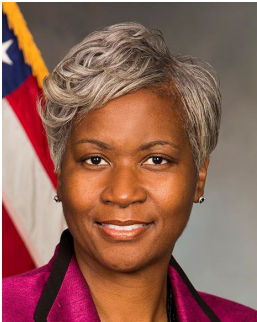
Odie Donald II
City Manager



MEET CITY OF SOUTH FULTON'S ELECTED OFFICIALS

City Councilmembers were asked to share their perspectives regarding what makes a community great including leadership, service and government effectiveness.

District 1



Dr. Catherine Foster-Rowell served as the city's first Mayor Pro Tem and desires quality growth that is sustainable and improves the quality of life for residents city-wide.

HONESTY AND OPENNESS

As the city's first elected leaders, we must set the tone by being open, honest and transparent with stewardship of our public resources."

Councilwoman Catherine Foster-Rowell

catherine.rowell@cityofsouthfultonga.gov

District 2



Gumbs has been an enthusiastic advocate for seniors and youth, sponsoring legislation that aims to create a more ethical and transparent government, lay the foundation for a smart city, promote quality development and better regulate the local economy.

RESPECT

"Respect is one of the most important pillars of a successful government. A deep respect for people and sound processes is the compass that guides ethical, inclusive and results-driven policy."

Councilwoman Carmalitha Gumbs

carmalitha.gumbs@cityofsouthfultonga.gov

District 3



Councilwoman Willis is focused on reducing the pipeline to prison by enhancing parks and recreation, financial transparency, and improving public safety.

SERVICE TO OTHERS

"Service to others is the perfect example of role-modeling leadership. Residents should be empowered, engaged, and feel a sense of ownership in the city. To do so, they must see it from leadership first."

Councilwoman Helen Willis

helen.willis@cityofsouthfultonga.gov

District 4



Councilwoman Naeema Gilyard

naeema.gilyard@cityofsouthfultonga.gov

The last thirty years of Ms. Gilyard's career have focused on prevention, education, management and finance in public health, and environmental activism. Her goal is to make land use decisions that protect quality of life, support environmentally friendly businesses and ensure environmental compliance laws that protect our health while being fiscally frugal.

ENVIRONMENTALISM

"Citizens and Council working together can overcome the environmental challenges we face as a city."

District 5



Councilwoman Rosie Jackson

rosie.jackson@cityofsouthfultonga.gov

As a community leader, public servant and passionate citizen, Jackson is highly respected for working tirelessly to break down barriers and overcoming a variety of obstacles facing her community.

EFFICIENCY IN SOUTH FULTON GOVERNMENT

"When you have a culture of openness to good ideas for efficiency regardless of the scale big or small, coupled with the right data, constant improvement will become the norm rather than the exception."

District 6



Councilman Khalid Kamau

khalid.kamau@cityofsouthfultonga.gov

Councilman Khalid is a champion for South Fulton's core values of open and fair government, data driven decision-making, and innovative solutions. He is a passionate advocate for South Fulton's core value of engaging youth and developing the next generation of civic leaders.

ENGAGED CITIZENS

"The only way to build a city that engages & develops South Fulton's young people is to give them a seat at the table where decisions are made."

District 7



Mayor Pro-Tem Mark Baker

mark.baker@cityofsouthfultonga.gov

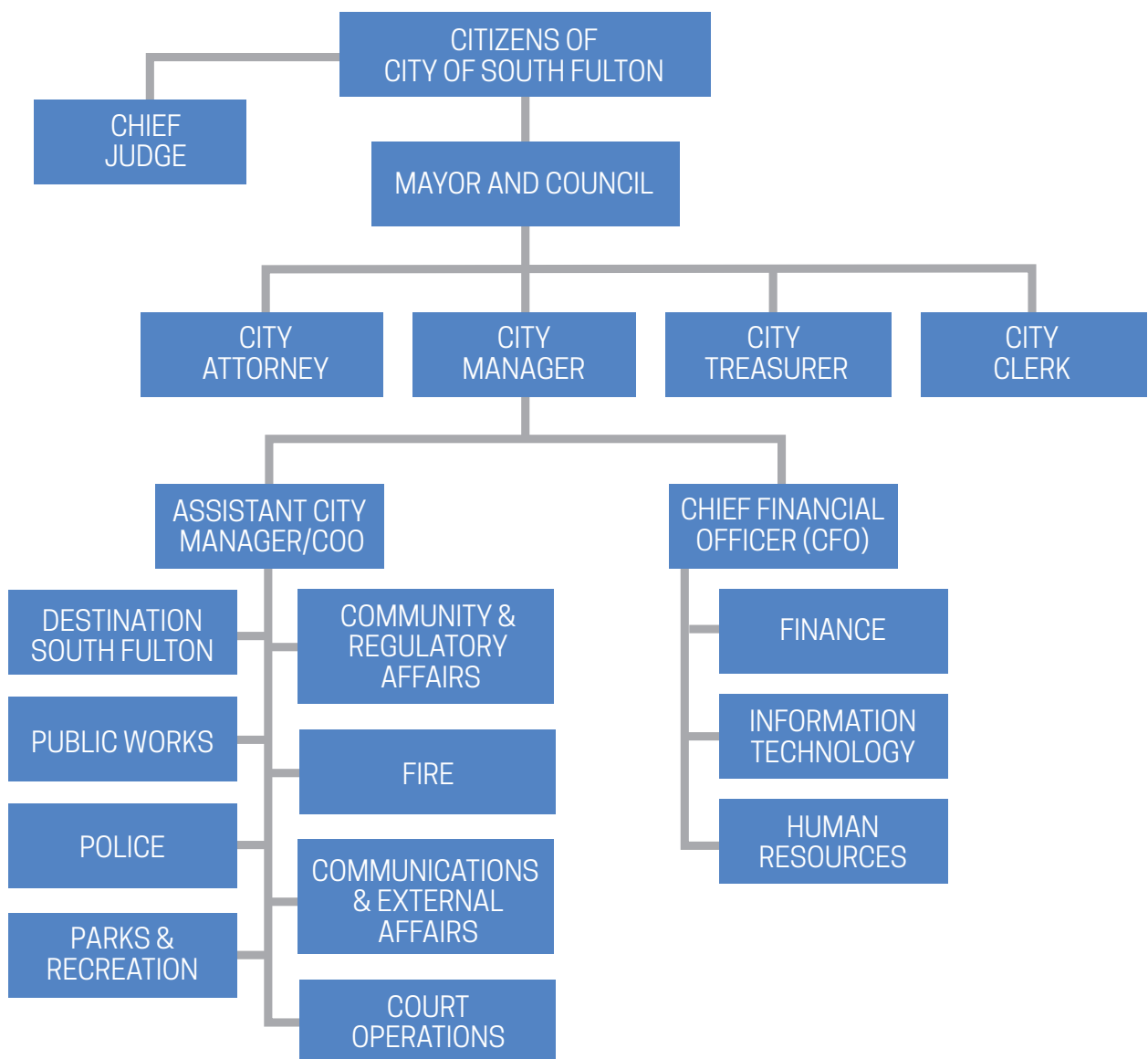
As Mayor Pro-Tem, Baker is keenly focused on ensuring resources and policies are focused on our most vulnerable areas. He has continued to support youth programs, economic development, and equity issues during his tenure with the City, and hopes to expand on existing equity issues moving forward.

PROGRESS

"The key to continuing the progress of the City, is staying focused and committed on the unified goal of developing a healthy, equitable, economically viable growing community."

ADMINISTRATIVE TEAM ORGANIZATIONAL CHART

The City of South Fulton is a Council/Manager form of government where the legislative and policy arena is led by the Council and the day-to-day operations are led by the City Manager. This collaborative team made significant contributions to the development of this strategic plan to help shape the direction and near-term goals.



A Brief History of the City of South Fulton

► The city of South Fulton was incorporated in May 2017 as part of the Metropolitan Atlanta area. South Fulton is the third largest city in metro Atlanta and the 8th largest city in the state of Georgia, serving the population of 98,000 according to the US Census Bureau's report estimate for 2018 census projections.

► The City's daytime population remains consistent at more than 110,000 due to the concentration of major industries in business districts located within the city including: wholesale trade, educational services, retail trade, waste management and remediation, food services and agriculture.

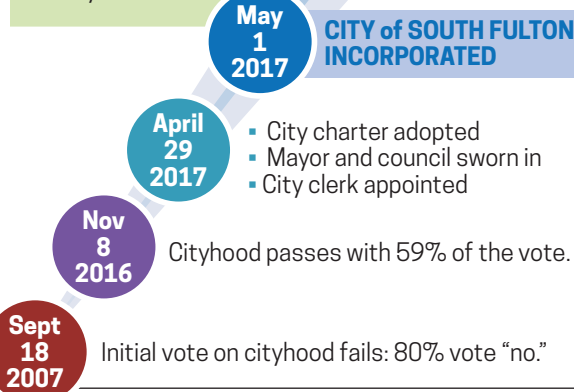
► The City is home to the South Fulton Parkway Corridor, which is only minutes from Hartsfield-Jackson Atlanta international Airport. The Old National Highway Corridor is one of the region's most densely populated areas and serves as the largest commercial corridor within the City's limits.

► The Fulton Industrial District is recognized as one of the largest industrial and business areas in the southeast United States and is adjacent to the City. Portions of Camp Creek's industrial commercial businesses are also within the City's borders. The City is also home to the Wolf Creek Amphitheater (an outdoor recreation concert venue) and Southwest Arts Center.

City Snapshot

- Chartered May 1, 2017
- 85.64 Square Miles
- 1,700+ Businesses
- Home to Wolf Creek Amphitheater
- 17 parks totaling 692 acres
- Fire Service
- 10 Fire Stations
- ISO 3-9
- 167 Fire Personnel
- Police Service
- 3 Precincts
- 158 Police Personnel
- Busiest Airport in the World only 15.5 miles from City Hall

CITY OF SOUTH FULTON TIMELINE



City Demographics (US Census Bureau, 2018)

- Median Age – 35
- Number of Households – 35,392
- Homeowner Population – 66.7%
- Median Household Value – \$187,477
- Median Household Income – \$59,395
- Average Household Income – \$78,244
- Per Capita Income – \$29,181
- Education Attainment:
 - 91.6% HS graduate+
 - 36.9% Bachelor's Degree +

South Fulton TODAY

“Collaboration is a key part of the success of any organization, executed through a clearly defined vision and mission and based on transparency and constant communication.”

— Dinesh Paliwal

On November 18, 2018, the City of South Fulton successfully transitioned all city services from Fulton County. The pace and breadth of policy development and organizational establishment since early 2018 has been significant. Rightly so, this has been the focus of the City for the last year and a half.

The City Council has worked tirelessly to become educated on governance and make decisions that lead the burgeoning City forward. While the process has been fraught with challenges, the intent and direction of the City has been positive.

The City is now turning its focus to more operational matters as

there is a significant amount of organizational process, technology, and policy matters yet to be firmly established. Holding the status of a new City brings a considerable amount of control in delivering better services, but also brings a significant need for the development of new processes, systems, relationships and direction.

In a retreat facilitated by the University of Georgia's Carl Vinson School of Government in September 2018, the Council and senior staff provided input for areas of the City that are strengths, weaknesses, opportunities and threats (SWOT). This SWOT analysis helped the City remain focused on the areas it can advance and leverage as well as overcome areas considered weaknesses or threats. It is healthy for the City to clearly define areas for improvement on the current state of affairs so any goals that are developed help address areas of agreed upon strengths, weaknesses, opportunities, or outside threats.

CITY COUNCIL INPUT

In a subsequent interview process in November 2018, City Council members were asked about current and future desires for the City. Below are their consolidated responses.

When asked about their core desire for South Fulton, Councilmembers replied financial viability, economic development, quality service delivery and best practices, an efficient government and development of team talent and team excellence.

When asked what the greatest hindrances to success are, the Council answered intergovernmental relations, growing pains and crime.

When asked how each Councilper-

son defines success in South Fulton, the Council's answers included economic development, working together as a team, communicating well with citizens, quality service delivery, investing in staff and reducing crime.

When asked how to create unity on City and Council teams, Council responded with ideas including a desire to eliminate competing with each, a need for more education of Council, the need to form work groups, increase

respect, grow team harmony / unity and build a comprehensive, strategic plan that will create a shared vision.

When asked about how to create more economic opportunity Council responded more focus on Old National, rethink our character / who we are, reduce crime, broaden revenue streams and promote our assets.

When asked how to improve the quality of life in South Fulton, Council responded to reduce income inequality, make good decisions, deal with neighboring cities and warehouse issues, create more outlets for young people (parks and recreation), to live, work, play, focus on efficient government and reduce crime.

PUBLIC INPUT

Town Hall Meetings

Citizens were invited to participate in public town hall style meetings during the development of this plan. The City sponsored 10 public meetings and the public participated in an active and positive way. Overall several hundred people participated in these public events and nearly all of their comments and concerns for the city are outlined in this document.

Building Strong Teams

14% of all of the Town Hall public comments were related to building strong teams. Some suggestions included improvements to expand communications of City activities, better leverage churches and schools to inform citizens and increase citizen participation in decisions and new initiatives.

Improve Infrastructure and Finances

26% of all Town Hall public comments were related to infrastructure and financial strength. Suggestions included areas such as improvements to roads, enhanced road safety (better lighting, signage, crosswalks and maintenance), expanded public transportation options, improved long-term road design, more sidewalks, reduced truck traffic and better storm-water planning to reduce flooding. Citizens want each District to have an equal portion of investment to enhance the entire City.



Increase Community Collaboration and Quality of Life

31%

of all public comments were related to Community Collaboration and Quality of Life. Suggestions included better Planning and Zoning with businesses in the community (truck ordinance/industrial), more community economic development planning and PR campaigns, better legislative social issue collaboration and community managed cooperative farming and gardens.

With respect to “Improving Quality of life” citizens expressed high interest in over-all city beautification, consistent parks facilities and park services (i.e. water recreation and STEM), better emergency response, more parks and connecting trails, more senior living and senior services, improved code enforcement, growing healthcare options, adding more community events, expanded sidewalks, reduced crime and better leveraging of natural resources.

Focus on Economic Development

25%

of all public comments were related to Economic Development. Citizens overwhelmingly desired more mixed-use development, better zoning and land use planning and development of a main City Center, as well as better technology to attract businesses, better definition of the City’s brand and communication of the brand to attract economic development. They also want to leverage undeveloped land and provide better zoning to avoid industrial areas next to residential areas, growth of mixed-use developments, expanded shopping and dining options and more Youth Summer Employment programming.

Efficient Government

4%

of all public comments were related to Efficient Government. Citizens expressed a desire to have a more efficient City including improved transparency of plans, improved technology access to City information, better visibility of City project prioritization and project criteria, and access to performance management data (tracking of strategic goals) to measure success and enable accountability



PUBLIC INPUT

Citizen Survey

More than 1,000 citizens participated in an online survey to share their thoughts on the City's current state and future direction. A full listing of the results, sort-able by District, can be found at: www.cityofsouthfulton.com/surveyresults

The responses of the citizens who participated in the survey reflect a serious interest in advancing four key areas of the city. Their overall message to the City is:

Public Safety

We want a better sense of safety

Economic Development

We want to see more development of the local economy with more employment opportunities

Grow Quality of Life

- We want a higher quality of life with more walking trails and senior activities
- We want to make South Fulton a great place for others to visit
- We want to make South Fulton an even better place to raise children

Grow Trust in Government

- We want to grow our trust in our local government
- We want to see a better direction for the City and grow confidence in our local government

There are many reasons for these strong sentiments, one of which may be typical frustrations of a new city and not having representation for a long period of time. Citizens expect and demand a lot now that the City has been incorporated. Citizens often don't understand why projects take a long time to complete, nor do they hear

about the progress made in many areas of the City. The City must continue to grow, document, and inform citizens of its successes so that they can better understand the progress that is being and has been made....and there are plenty of such successes.

Of the 40+ questions asked on the survey, the nine questions receiving the

highest positive responses, and the nine questions receiving the highest negative responses, are included on the next two pages. Eighty-one percent of respondents live in the City of South Fulton and 80% are at least 40 years old.

Complete survey results are included in the Appendix that begins on page 36.

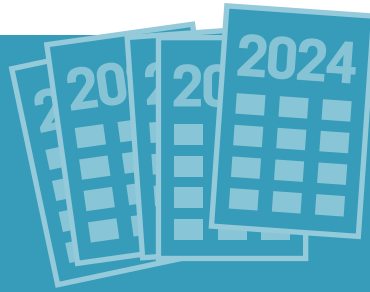


What do residents love about City of South Fulton?

These are the top nine positive responses about City of South Fulton from a survey of residents. Complete survey results are in Appendix A.

62%

of respondents agree that City of South Fulton accepts people of diverse backgrounds



56.5%

of respondents expect to live within the City of South Fulton for the next five years

47%

say it's easy to travel around City of South Fulton



46%

believe there is sufficient affordable housing in the City of South Fulton



42.4%

believe the City of South Fulton fire services are adequate



35%

believe the City of South Fulton is a great place to visit



33.3%

believe the government of City of South Fulton is honest



30%

feel safe in City of South Fulton

29.4%

believe City of South Fulton is developing economically

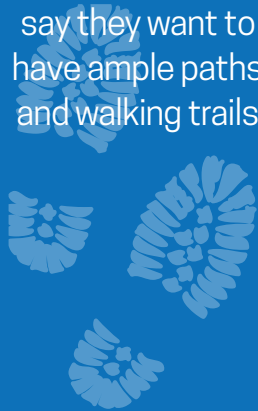


... And what do residents want to improve about City of South Fulton?

These are the top nine negative responses about City of South Fulton from the same survey.

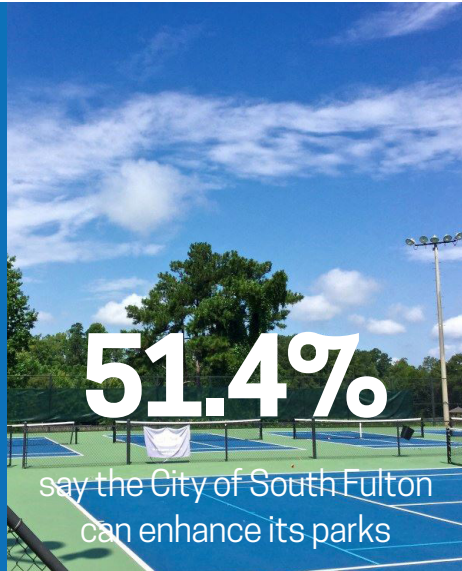
77.5%

say they want to have ample paths and walking trails



51.4%

say the City of South Fulton can enhance its parks



46.5%

want to feel safer in City of South Fulton



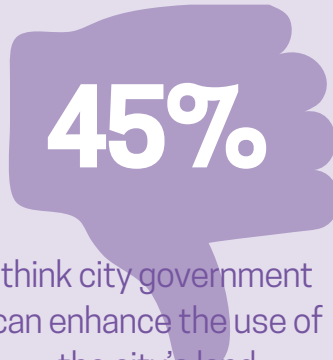
46%

believe that City of South Fulton Police services can be enhanced



45%

think city government can enhance the use of the city's land



39.4%

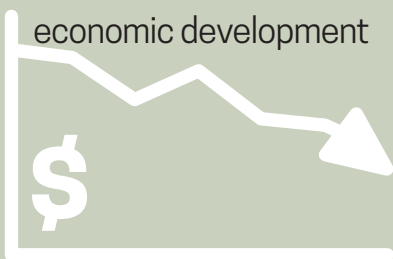
**HELP
WANTED**

say they want more employment opportunities in City of South Fulton



39%

say the City of South Fulton needs more economic development



38.7%

want more services for senior citizens

34.4%

want more services for veterans



SWOT Analysis

the Strategic Plan's five goals

GOAL 1: Develop Strong Healthy Teams

Government processes, services, occupational skills and professional work skills are paramount to advancing any initiatives in the Strategic Plan. It is the most important thing. Below is a SWOT analysis that addresses issues regarding teamwork.

Strengths	Weaknesses	Opportunities	Threats
Openness to the relational challenges	Council's public disagreements	Develop service orientation for employees	Economic engines outside community do not invest due to relational tension
Staff has positive outlook in place to implement goals	Lack of team unity among Council	Increase professional skills and leadership skills of staff	Too many new, unplanned urgencies
Creating strong policies to strengthen processes	No common unity around direction	Develop relationships with surrounding communities	Short-term decision making
Ideologically diverse Council	Focus on who gets credit versus servant leadership	Develop relationship skills of Council	Citizens' expectations not aligned to budget and resources



GOAL 2: Grow Infrastructure and Solidify Finances

The main work of government is public safety and the provision of basic services such as water, roads and sanitation. Because South Fulton is a new City, considerable time and effort needs to be put into growing its infrastructure and financial health so it can best serve the basic needs of the community. Below is a SWOT analysis of the City's infrastructure and financial situation.

Strengths	Weaknesses	Opportunities	Threats
Access to Local Option Sales Tax	Low cash reserves	Develop diversified revenues	Lack of public understanding of long-term financial needs
Large tax base	Financial obligations due to transition	Increase financial stability	Decrease in tax digest
Limited debt	Infrastructure needs are significant	Create Development Authority	Not managing to budget; unplanned expenses
		Eliminate some IGAs with other agencies	Dependent on a few sources of income

GOAL 3: Increase Community Collaboration and Improve Quality of Life

All new communities, especially a new city like South Fulton, should establish strong relationships with its neighbors and focus on quality of life issues. The SWOT analysis and issues for the City in developing community collaboration and quality of life is shown below.

Strengths	Weaknesses	Opportunities	Threats
Large city with large influence	Vocal naysayers that need to be included and valued	Our size benefits our influence	Further annexation of parts of South Fulton
Facilities to support collaboration	Lack of diversity	Leverage resources from neighboring communities	Trucking demands and influence on quality of life
Engaged citizens	48% voted against City formation	Grow partnerships with school system	Neighbor cities not linked to our zoning
Council strong desire to build outside ties	Weak school system	Educate citizens on City processes	Legal challenges from zoning issues
Strong state legislators		Grow citizen confidence in City	Continued strain from a difficult transition from Fulton County
		Improved communications with neighboring communities	
		Develop new partnerships with neighboring Communities	

GOAL 4: Focus on Economic Development

Growing the economy and generating sufficient tax revenues goes a long way to addressing and resolving City issues. Since South Fulton is a new City, more effort must be put in place to leverage strengths and minimize threats and weaknesses in this important area. Below is the SWOT analysis related to the topic of economic development.

Strengths	Weaknesses	Opportunities	Threats
Location: Close to Interstate 20, rail and airport	No past focus on Economic Development	Annexation of Fulton Industrial Blvd	Gentrification: Negative citizen impact from development
Existing developer interest	Funding to invest in resources for Economic Development	Develop City Center	Loss of industrial base
Significant land availability	Lack of retail, entertainment, transportation and healthcare options	Reclaim illegally annexed areas	Industrial expansion location not ideal
	Lack of investment in land by City	Large commercial and retail development opportunities	
	Limited housing stock	Significant land availability	
	Lack of Economic Development Plan	Develop tourism	
	Lack of “toolkit” for Economic Development	Develop new tools for Economic Development	
	Lack of policies and regulations around Economic Development	Obtain industrial base	
		Opportunity to develop public / private partnerships	



GOAL 5: Create an Efficient Government & Service Delivery

It is important that the City continue to work toward becoming more efficient in how it operates. There is a need for systems, boundaries, clarity of roles and systems to allow Departments and others to function in an efficient manner. Below is the SWOT analysis for the City for the area of efficiency and service delivery.

Strengths	Weaknesses	Opportunities	Threats
Professional staff with strong desire to have cooperation	Lack interdepartmental systems and processes	Increase public safety headcount	Outdated facilities
	Lack of performance management systems	Improve healthcare access	Loss of focus on critical initiatives due to unplanned projects
	Lack transparent budgeting system	Leverage great park programming	IT threats and outages
	New City with limited history in how to achieve goals	Increase park programming for youth	
		Implement Performance Management System (PMS)	
		Create intra-departmental teams to focus on process	



Where We Want to Go as a City

South Fulton's Vision, Mission and Values

According to *New York Times* bestselling author Patrick Lencioni's book *The Advantage: Why Organizational Health Trumps Everything Else in Business*, there are six crucial questions that each organization needs to be able to answer to be successful. They are:

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important – right now?
6. Who must do what?

The City of South Fulton has established a vision for why it exists, how it will commit to operate and how services will be administered. The City's vision, values and mission answer the first three questions. The remainder of the Strategic Plan answers the remaining questions.

"If you want to go fast,
go alone. If you want
to go far, go together"

— African Proverb

City of South Fulton Vision

This is a future-looking aspirational statement of who we want to be.

City of South Fulton will be an innovative, diverse community that is safe, environmentally conscious, healthy, transparent and financially sustainable for all its citizens and visitors.

City of South Fulton Mission

This is the day-to-day focus of each employee.

Each day we will exceed the expectations of our customers as we deliver municipal services with respect and professionalism.

City of South Fulton Values

These values guide how we treat each other and how we serve the Citizens.

1. Honesty/Integrity: We agree to hold ourselves to a high ethical standard and hold each other accountable to that standard. This is the foundation of all our interaction and purpose.

2. Respect: We respect others even when we disagree with their point of view or feel we are being misrepresented. We are open to and encourage disagreement, but we are not disagreeable. We commit to holding each other to this standard of behavior.

3. Service to Others: We are here to serve others and we believe the public service is based in humility. We submit our individual ideas and plans to the City's larger plans and progress. This is a hallmark of a strong leader.

4. Environmentalism: We act in a way that preserves and protects our environment and encourage environmentalism in our community.

5. Efficiency: We are good stewards of our resources, efficient in how we deliver services and provide prompt accurate service to our citizens and stakeholders.

6. Open-Mindedness: We are open-minded and respectful to those with whom we work. We are willing to not only listen, but to be open to change ourselves.

7. Passion and Positivity: Being positive and passionate about our City and our future is critical to inspiring others to do their best. We commit to finding ways to be positive and uplifting despite challenges that may come our way.

How We Will Achieve Our Vision and Mission

“If members of a leadership team can rally around clear answers to the six fundamental questions [see page 20] – without using jargon – they will drastically increase the likelihood of creating a healthy organization,” he says. “This may well be the most important step of all in achieving the advantage of organizational health.”

— Patrick Lencioni

South Fulton’s Five Strategic Focus areas

Following are the five areas of unique strategic focus that the City of South Fulton will act on with extra effort, resources and intentionality over the next 2-5 years.

- Goal **1** **Invest in Developing Strong Teams**
Develop a cohesive, servant-leader environment of trust and cooperation; commit to a shared vision while maintaining the epitome of professionalism.
- Goal **2** **Grow Infrastructure and Solidify Finances**
Build and diversify our revenue sources to ensure financial adequacy and stability to reduce dependence on any single source.
- Goal **3** **Increase Community Collaboration and Quality of Life**
Strengthen relationships with our county and state legislators and surrounding municipalities that will aid the City of South Fulton to take a regional approach to services. Launch initiatives and create change that will improve our quality of life including improving public safety.
- Goal **4** **Focus on Economic Development**
Promote a healthy and prosperous economy that supports small businesses, entrepreneurs, tourism, and public-private partnerships. Define and promote who the City is and market it to stakeholders.
- Goal **5** **Create an Efficient Government**
Create internal operations and systems to provide quality and efficient municipal services to improve the quality of life for residents and businesses.

According to the Balanced Scorecard Institute, a strategic plan is . . .

. . . an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

This plan attempts to meet this description and, given that South Fulton is a new community, clearly defining and agreeing on near-term (2-5 year) priorities and focus are key to the success of the plan.



Council and Departmental Strategic Goals, Projects and Initiatives

Goal 1

Invest in Developing Strong Teams

Develop a cohesive, servant-leader environment of trust and cooperation; commit to a shared vision while maintaining the epitome of professionalism.

COUNCIL GOALS

Move forward with a cohesive, altruistic environment of trust and cooperation with a shared vision while maintaining the epitome of professionalism.

OBJECTIVES

Improve teamwork and communication among Staff and Council

Implement Council training regarding effective communication, confidentiality, staff relations, etc. and develop a professional and educated City Council team

Define process for appropriate interactions between council and staff

Engage South Fulton Delegation to clarify aspects of City Charter and improve relationships

Audit processes, systems and overall performance issues for departments to build stronger teams

Define and launch customer service initiatives to improve efficiency and better serve citizens

Create and implement policies for clarity and organizational effectiveness

Implement and communicate strategic plan for codified vision/purpose

GOAL 1 DEPARTMENTAL STRATEGIC GOALS

PROJECTS & INITIATIVES	DEPARTMENT
Implement an internal Newsletter for Team to help increase awareness of events and morale	Communications
Provide media training for Council	Communications
Improve technology support model (people, processes and technology) including self-service	IT
Conduct internal training for staff on areas including topics such as making a good impression, etiquette, attire.	Communications, Council
Formalize the City's salary administration by implementing a comprehensive classification and compensation study.	HR
Implement activities to improve recruitment and retention of a talented workforce to meet the needs of the City (including leadership development and management skills development and succession planning)	HR
Train City, Staff and Council on Economic Development Realities (Retail = Tax Revenue)	Economic Development / Council & Staff
Certify all Sworn officers in Crisis Intervention	Police

The City will track key metrics that are critical to our success in delivering services. These metrics will be measured on a regular basis and reported to the City Manager's office and to the Performance Management system the City is utilizing for tracking strategic success.

Each strategic focus area will outline the major key performance indicators (KPIs) that will be used to measure success.

Develop Strong Teams KPIs

- ▶ Track turnover to a goal of no more than 15% annually or Track retention rate to a goal of 85%
- ▶ Track number of employee complaints (grievance process) to be no more than 15 per month
- ▶ Track employee satisfaction levels annually (via survey) to at least a 65% good or very good rating



Goal 2

Grow Infrastructure and Solidify Finances

Build and diversify our revenue sources to ensure financial adequacy and stability to reduce dependence on any single source.

COUNCIL GOALS

Build and diversify our revenue sources to ensure financial adequacy and stability to reduce dependence on any single source.

OBJECTIVES

Grow financial reserves to provide City with a “rainy day” fund

Develop and implement a plan to diversify revenue and, where applicable, increase financial stability through improved policies and new fees

Capture all LOST funds due to the City

GOAL 2 DEPARTMENTAL STRATEGIC GOALS

Projects & Initiatives	Department
Implement impact fees for commercial and residential development and reconsider and recommend fee schedule for department	Community Development & Regulatory Affairs
Secure Federal grant funding for training and other designations such as LCI & CDBG	Community Development & Regulatory Affairs
Research and establish (cash) bonding rules to improve long-term development viability	Community Development & Regulatory Affairs and Finance
Improve government transparency through implementation of OpenGov	Finance
Increase use of grants to reduce City operating funds (such as CDBG)	Finance
Implement bond financing capabilities	Finance
Develop Fire Station Facility upgrade plan	Fire
Consider County fire tax to help pay for capital needs of Fire Department	Fire
Create a small cell and Smart City Plan	IT
Research and develop a plan to generate additional revenue in Parks	Parks
Acquire SW Arts Center and Wolf Creek Amphitheater	Parks

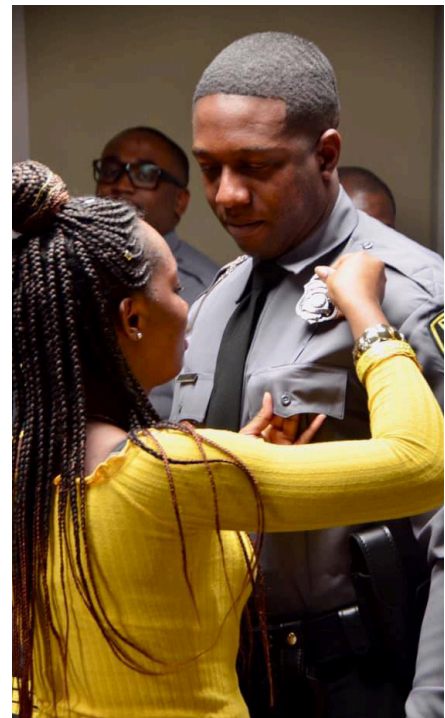
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GOAL 2 DEPARTMENTAL STRATEGIC GOALS *continued*

Projects & Initiatives	Department
Research and document alternative ways to fund parks for the long-term	Parks
Develop and implement a plan to improve park facilities	Parks
Evaluate and document Police vehicle needs in Police annually	Police
Implement Body-Worn Cameras for all Sworn Certified Officers	Police
Build Public Safety Headquarters	Police / Fire
\$9M in maintenance and safety enhancements - resurfacing 11 major corridors	Public Works
105 subdivision road resurfacing projects	Public Works
Butner Road bridge over Camp Creek	Public Works
Enon Road bridge over Camp Creek Tributary (Timber Bridge)	Public Works
Bethsaida bridge over Morning Creek	Public Works
19 Operations and Safety Improvements including intersections	Public Works
10 signal updates to improve safety and traffic flow	Public Works
Charlie Brown Fulton County Airport Improvements	Public Works
\$1.6M in quick response infrastructure projects	Public Works

Infrastructure & Finance KPIs

- ▶ Work with General Services Department to establish benchmarked facility improvement plan by at least \$100,000 spend every six months.
- ▶ Track and increase departmental revenue generation by 10% annually
- ▶ Track cash reserves monthly for a goal of \$3,000,000 by EOY 2020
- ▶ Track new revenue sources for City with a goal of at least \$700,000 annual run rate by EOY 2020
- ▶ Track and secure LOST funds for City with a goal of at least \$3,500,000 annually
- ▶ 99.8%+ uptime of key IT systems
- ▶ Improve the cyber security posture of the City
- ▶ Traffic Signals: Provide 8-hour response to traffic signal failures
- ▶ Traffic Signs: Provide 8-hour response to missing or damaged regulatory sign
- ▶ Pothole Repairs: 100% of potholes patched within 1 business day (Priority 1)
- ▶ Reduce Energy Consumption by 25% at all city facilities safety.
- ▶ Develop and implement standard operating procedures for expenditure-related functions and include training for such



Goal 3

Increase Community Collaboration and Quality of Life

Strengthen relationships with our county and state legislators and surrounding municipalities that will aid the City of South Fulton to take a regional approach to services. Launch initiatives and create change that will improve our quality of life including improving public safety.

COUNCIL GOALS

OBJECTIVES

Create a communication plan to better inform citizenry and outside stakeholders

Ensure City meets transition planning key dates for Charter

Set plans to build strong relationships at State Legislative level via lobbyist

Create and implement a plan to grow citizen and Elected Official relationships

Create partnerships to assist school initiatives and improve education

Interact with surrounding communities related to zoning and economic development coordination

Implement the Comprehensive Plan through the use of a standard Short-Term Work Plan (STWP) to benefit various aspects of the community

Create Master Zoning Ordinance including land use, sign regulations, parking regulations, development, resident developments, industrial and office use, telecom ordinance, etc.

Implement walking trails, sidewalks and other quality of life goals (part of Comp Plan)

Improve Public Safety through 21st Century Policing (strong partnerships in Community)

GOAL 3 DEPARTMENTAL STRATEGIC GOALS

Projects & Initiatives	Department
Provide Citizens with better ways to engage with City using technology	IT
Develop and enhance municipality technical partnerships (experience, cut time to market)	IT
Continue Economic Development Stakeholder Sessions to engage regional interest in South Fulton	Economic Development
Interact with surrounding communities related to zoning and economic development coordination	Economic & Community Development
Develop Parks Master Plan 2019 including walking and bike trails	Parks
Develop and implement diversity programming for youth core and aging population	Parks
Develop and implement a plan to better support local schools and student education	Parks

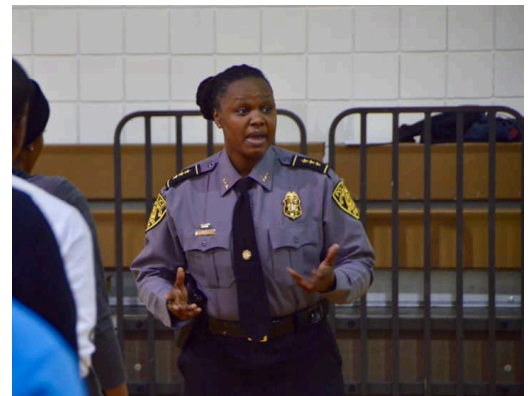
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GOAL 3 DEPARTMENTAL STRATEGIC GOALS *continued*

Projects & Initiatives	Department
Create and implement programs to support healthy living	Parks
Improve park safety by better interfacing with Police / Parks	Parks/Police
Increase cooperation in partnership with the City of South Fulton Public Arts Council and local artists to increase art activities for citizens	Parks
Establish Cultural Affairs division to develop and implement cultural programs	Parks
Explore and expand public-private partnerships to provide additional large-scale capital projects and programming	Parks
Continue inter-governmental events with surrounding Public Safety departments to improve medical training and follow best practices	Fire
Secure transport license for Fire Department to better service citizens and reduce time to care	Fire
Complete Automatic Aid by finalizing Agreements with neighboring cities	Fire
Establish a City-Wide Emergency Procedure Plan	Fire
Improve community walk-ability by creating and implementing a sidewalk plan	Department
Implement 21st Century Policing to aid in crime prevention	Police
Improve public crime perception via community meetings, positive publicity & hotspot plans	Police
Document and implement Community Enhancing initiatives such as back to school events	Police
Complete Comprehensive Plan for City	Community Development & Regulatory Affairs
Improve file sharing processes with Fulton County to improve citizen response (old permits/files)	Community Development & Regulatory Affairs
Create a “Blighted Housing” Program	Community Development & Regulatory Affairs

Community Collaboration and Quality of Life KPIs

- ▶ Increase departmental program participation rates by 10% in all program areas (Summer Camp, After School, Athletics, Instructor Services)
- ▶ Survey program participants in all departmental programs on quality of services with a goal of 75% good or very good
- ▶ Establish, track, and increase arts and cultural activities and events to at least 3 per quarter
- ▶ Work with Police to measure public safety incidents in parks to maximum 6 per quarter
- ▶ Measure and track “on-scene” time with goal of 90% under 8 minutes or less.
- ▶ Measure number of smoke alarms installed with goal of increasing from 166 (2018) to 250 by 9/1/19
- ▶ Measure number fire safety classes with goal of increasing from 536 (2018) to 625 (2020)
- ▶ Achieve an overall 1-minute reduction in priority 1 calls during the 2019 calendar year.
- ▶ Achieve a 4% reduction in reported Part 1 crimes during the 2019 calendar year
- ▶ Participate in no less than 4 Town Hall meetings for the calendar year
- ▶ Achieve an overall 14% growth in the workforce during the 2019 calendar year
- ▶ Right-of-way Mowing / Trash Pick Up: Road Miles mowed (Winter 150 mi/Summer 210mi), and litter pick up within a 4-week cycle



Goal 4

Focus on Economic Development

Promote a healthy and prosperous economy that supports small businesses, entrepreneurs, tourism, and public-private partnerships. Define and promote who the City is and market it to stakeholders.

COUNCIL GOALS

OBJECTIVES

Develop City Center Complex to act as a central facility as well as convening location and anchor for economic development

Improve branding to highlight rail, airport, interstates to create a positive image of South Fulton

Create Econ Development plan to grow interest from developers for commercial, residential and retail (groceries, tourism, medical, specialty healthcare, Senior Living, entertainment etc.)

Train City, Staff and Council on Economic Development

Transition and Update Fulton County's Zoning to City Zoning Ordinances

Pursue alternative transportation options (light rail, more Marta)

Work with surrounding communities to "fill holes" in South Fulton

Create a Development Authority to attract high-quality employers and housing developers

Invest in land purchases

Develop and launch new tools like TADs and public private partnerships

Improve branding including history and telling the City's story

GOAL 4 DEPARTMENTAL STRATEGIC GOALS

Projects & Initiatives	Department
Increase communication between Elected Officials from COSF and other Cities	Communications
Develop a communication / marketing strategic plan for the City	Communications
Implement citywide branding of all public facing materials for residents and others	Communications
Upgrade website to include podcast, user friendliness and connection to OpenGov	Communications
Pursue and document a Workforce Development Collaboration with Atlanta Technical College	Economic Development
Research and document a plan for a Small Business Incubator / Co-Working Space	Economic Development
Improve ISO rating from 3 to a 2 to reduce premiums for businesses and residents	Fire

Economic Development KPIs

- ▶ New Business Licenses - 5% growth
- ▶ Building Permit Revenue - 8% Growth
- ▶ Non-residential Tax Revenue - 4% growth
- ▶ Economic Development Site Tours - 4 Tours (1 per quarter)
- ▶ Land Development Permits - Issue 90% building permit review within 30 business days

Goal 5

Create an Efficient Government

Create internal operations and systems to provide quality and efficient municipal services to improve the quality of life for residents and businesses.

COUNCIL GOALS

OBJECTIVES

Increase civic education (Public wants to be heard and represented and involved)

Implement and budget for improved parks programming for youth and underserved population (special needs, seniors, veterans, etc.)

Insure programs exist for energy efficiency

Streamline internal services among departments (Shared Services)

Develop and implement a work order system for Shared Services issues

Implement a Performance Management system to measure and track progress toward Strategic Goals

GOAL 5 DEPARTMENTAL STRATEGIC GOALS

Projects & Initiatives	Department
Implement a system to better manage Communication flow of work	Communications
Implement and train on department software programs	Community Development & Regulatory Affairs
Create Standard operating procedures	All
Cross train all employees on all areas of department	All
Implement Risk Management Software to help insure employee's safety	Finance
Present and gain approvals for moving to NFPA staffing levels	Fire
Improve training of fire staff with additional staff to help improve skills of team	Fire
Improve morale and employee engagement by implementing a rewards and recognition program	HR
Insure HR policies and procedures are understood and followed for team effectiveness	HR
Align and maximize employee's performance with the goals of the City by ensuring that performance management processes are designed and executed properly	HR
Streamline the benefits administration process to generate cost savings through a partnership of a benefit broker.	HR
Create formalized communications platforms & processes	IT

continued ►

GOAL 5 DEPARTMENTAL STRATEGIC GOALS *continued*

Projects & Initiatives	Department
Enhance and complete IT projects from transition	IT
Centralize and formalize Departmental processes related to technology	IT
Implement mobile technology in vehicles	IT
Audit IT, Processes, Systems and overall performance issues for departments	IT / Performance Department
Implement technology to streamline internal services among departments (Shared Services)	IT / Performance Department
Implement electronic process for collecting fees for inspections	IT/WRA
Maximize use of online Parks tools for faster registration and marketing	Parks
Establish Comm-Stat to encourage Hotspot Policing to reduce crime	Police
Reduce on-scene time to crimes	Police
Establish and publicize Part 1 Crime Goals for 2019 compared to 2017 and 2018 by District	Police

Efficient Government KPIs

- ▶ Respond to all citizen inquiries and program queries within 48 hours.
- ▶ Improve and survey Customer Service Levels at Parks for at least 75% good / very good rating level
- ▶ Track number of days from job requisition open to filled to a goal of no more than 45 days
- ▶ 60% participation rate of exit interviews
- ▶ Track percent of employee complaints resolved prior to formal grievance process to be 85%
- ▶ Issue minimum 27 Press releases per quarter
- ▶ Grow Twitter followers by 54% from 584 to 900 by Q4 FY 2021
- ▶ Grow Instagram followers by 20% from 792 to 950 by Q4 FY 2021
- ▶ Grow Facebook friends "likes" by 50% from 800 to 1,200 by Q4 FY 2021
- ▶ Grow website unique page views by 52.5% from 97,056 to 148,000 by Q4 FY 2021
- ▶ Grow newsletter subscriptions by 20% from 2,407 to 2,907 by Q4 FY 2021
- ▶ Resolve 90% of helpdesk requests within 48 hours
- ▶ Land Development Permits - Issue 80% Land Disturbance Permits review within 25 business days
- ▶ Land Development Permits - Issue 80% Plats review within 25 business days
- ▶ Planning and Zoning - Issue 80% building permit review within 25 business days
- ▶ Planning and Zoning - Process 80% zoning certifications within 3 business days of receiving
- ▶ Code Enforcement - Process code enforcement's first inspection within 3 business days
- ▶ Code Enforcement - Close 75% of cases within 45 business days of receiving
- ▶ Decrease Response Time to complete work orders by 30% and respond to routine work orders within 48 hours

FINANCIAL RAMIFICATIONS

Financial Implications of this Plan

It takes time, effort and money to provide services to citizens, manage the day-to-day operations and make improvements to city infrastructure and programs.

The projects and goals listed in this strategic plan require a significant financial investment.

Due to the current lack of cash reserves and a lack of diversity in revenue streams it is possible that a portion of the projects listed in this plan will be delayed or restructured. The City is currently implementing a financial plan to build up its fund balance after successfully repaying the initial

tax anticipation note (TAN) of \$12 million. This fund balance (known as a “rainy day” fund) will fund incremental projects and unexpected expenses as they arise.

The key word related to the City’s finances and the strategic plan is ownership.

Ownership

The citizens of South Fulton own the City, and as such are vital to the process of deciding what is funded and what the priorities are of the City. We aspire to reach the levels reached by many of our neighboring cities. South

Fulton aspires to develop land responsibly, build our economy, improve services and better serve South Fulton citizens, but it will be done at the pace of our ability to afford the required improvements. The City Treasurer will

continue to update citizens and Mayor/Council on the financial health of the City as well as when and how the City may begin the projects and goals within this plan.



Implementing the Strategic Plan

67% of strategic plan failures are attributed to a breakdown in execution.

- C12 Group , Dallas, TX

Proper focus, execution and tracking of strategic plans help to ensure that change occurs. Because so many strategic plans fail to be fully implemented, the City of South Fulton will utilize several initiatives that will ensure that the Strategic Plan is visible in the community and that major goals are being achieved and tracked accordingly. Some of the tools and systems that will be used are:

Implement Citywide Performance Management System

The City of South Fulton has purchased and is implementing a performance management program called ClearPoint Strategies to help track and measure strategic performance within each department and the city overall.

City Department Directors and others will update the goals in the system periodically so that staff, Council and citizens are informed about progress towards strategic goals.

Updating Major Goals

The performance management process includes weekly meetings within each department and at the City level to review progress toward major initiatives. The process relies on staff and others to update the status of major initiatives so that all important strategic goals are updated and not hindered in any way.

Coaching for Performance

The City will invest in resources to coach the Department heads to modify goals as needed, update progress, create new goals quarterly and discuss hurdles to goal progress.

Transparent Goals and Financials

The City is implementing a budget program and process that makes key budget items and strategic projects visible to the public via a system called OpenGov. The City's Performance Management Department will work with the finance department and other departments to ensure these major strategic and financial goals and actuals are communicated clearly through the OpenGov system.

Develop Internal and External Teams

Many of the initiatives outlined in this plan involve multiple departments to be implemented correctly. As such many

of the goals require the cooperation and participation of people in multiple departments and even people outside of city staff. So, in order to achieve many of the goals in this plan, the City will create teams of individuals that will convene to set objectives and implement the milestones throughout the year.

Team Meetings

Keeping the team informed with regular meetings about progress toward strategic goals is key to the success of actually achieving the goals. When a focus is put on goal progress, accountability is heightened, and action tends to grow. So, the City will encourage each department, Department head and other internal teams to receive updates on strategic progress and remain open to questions and issues that may be impeding success.

Reporting to City Council and Citizens

Part of implementing the plan includes reporting to City Council and Citizens regarding success toward specific goals. As with internal team briefing meetings, these public facing meetings help sharpen the focus of the team onto main goals and their delivery.

Citizen Involvement

"The time is always right to do what is right."

– Dr. Martin Luther King, Jr.

Participate in Council Town Hall Meeting

The City encourages citizens to continue to be a part of any and all Townhall events that occur throughout the year. We would like to continue to receive your input and your questions relating to this strategic plan at those events.

Attend Council Meetings

We continue to encourage you to participate and attend council meetings throughout the year. In doing this you will remain informed on major initiatives and be able to ask questions about progress in this strategic plan.

Participate in City Teams

As mentioned earlier there are likely to be several staff / citizen teams that are formed to help implement many of the citywide goals in this plan. Keep an eye out for requests for citizen participation in specific projects as they come available.

Join a Committee

From time to time departmental and other major initiatives will include a citizen or stakeholder-led committee. We encourage you to be a part of these committees and provide your input, leadership and personal effort. Together we can all make the City of South Fulton a great place to live, work and play.

To name just a few of the opportunities for participation, the City currently operates the following volunteer boards and committees:

- Parks and Rec Advisory Board
- Older Americans Board
- Census complete Count Committee
- Environmental Committee
- South Fulton Business and Community Council



Closing

I'd like to express my sincere appreciation for your continued support and input regarding the direction and state of our City. My team and I pledge to provide the highest quality of service possible to you--our valued citizens, visitors and stakeholders. We look forward to implementing this plan and making South Fulton a great place to live, work and play.

In service,

William "Bill" Edwards
Mayor

Catherine Foster-Rowell
District 1 Councilwoman

Rosie Jackson
District 5 Councilwoman

Carmalitha Gumbs
District 2 Councilwoman

khalid kamau
District 6 Councilman

Helen Willis
District 3 Councilwoman

Mark Baker
Mayor Pro-Tem, District 7 Councilman

Naeema Gilyard
District 4 Councilwoman

Appendix

What do residents think about City of South Fulton?

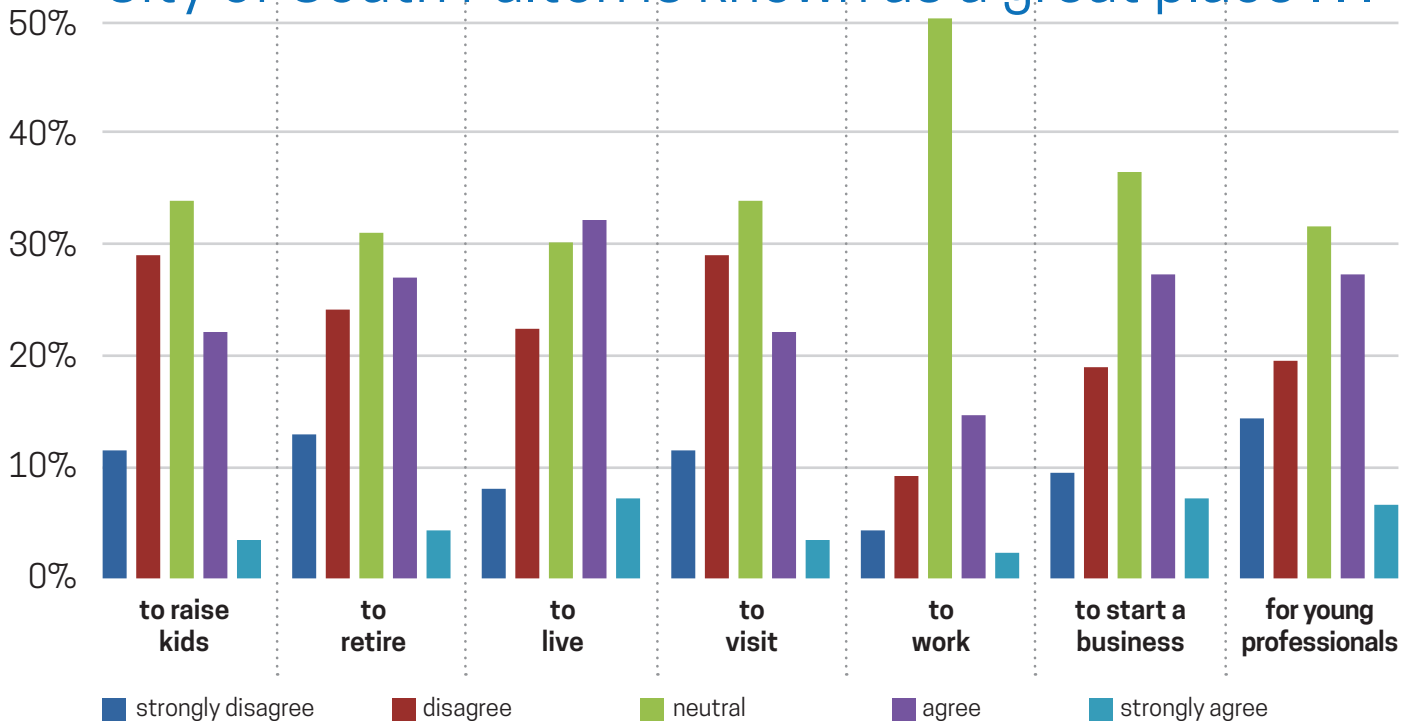
More than 1,000 citizens participated in an online survey to share their thoughts on the City's current state and future direction. A full listing of the results, sort-able by District, can be found at: www.cityofsouthfulton.com/surveyresults.

Question 1. Please rate each statement:

	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree	Total	Weighted Average
The City of South Fulton accepts people of diverse backgrounds	5.93% 40	8.90% 60	22.70% 153	38.13% 257	24.33% 164	674	3.66
The City of South Fulton's government is honest	5.29% 36	13.51% 92	47.87% 326	28.78% 196	4.55% 31	681	3.14
The City of South Fulton has enough affordable quality housing	6.63% 45	17.67% 120	29.75% 202	32.11% 218	13.84% 94	679	3.29
The City of South Fulton has ample paths and walking trails	35.83% 244	41.70% 284	15.57% 106	5.73% 39	1.17% 8	681	1.95
The City of South Fulton is a great place to visit	9.84% 67	24.23% 165	31.13% 212	27.17% 185	7.64% 52	681	2.99
The City of South Fulton is a great place to work	8.42% 57	19.05% 129	48.15% 326	19.94% 135	4.43% 30	677	2.93
It's easy to get around (travel) in the City of South Fulton	7.66% 52	23.42% 159	21.35% 145	40.35% 274	7.22% 49	679	3.16
The City of South Fulton is developing from an economic perspective	13.31% 90	25.74% 174	31.51% 213	25.89% 175	3.55% 24	676	2.81
There are employment opportunities in the City of South Fulton	10.62% 72	28.76% 195	38.05% 258	19.91% 135	2.65% 18	678	2.75
I feel safe in the City of South Fulton	18.24% 124	28.24% 192	23.68% 161	26.32% 179	3.53% 24	680	2.69
The City of South Fulton's fire services are adequate	5.32% 36	13.44% 91	39.00% 264	36.04% 244	6.20% 42	677	3.24
The City of South Fulton's government acts in our best interest	10.75% 73	22.83% 155	37.11% 252	25.48% 173	3.83% 26	679	2.89
The City of South Fulton makes good use of the city's land	16.47% 111	28.49% 192	44.36% 299	9.50% 64	1.19% 8	674	2.5
The City of South Fulton's police services are adequate	14.90% 101	30.83% 209	29.06% 197	21.98% 149	3.24% 22	678	2.68
The City of South Fulton has great parks	16.64% 113	34.90% 237	24.45% 166	20.62% 140	3.39% 23	679	2.59
I will live in the City of South Fulton for the next 5 years	8.84% 60	10.01% 68	25.04% 170	32.11% 218	24.01% 163	679	3.52
The City of South Fulton has ample services and programs for veterans	12.31% 83	22.11% 149	61.87% 417	3.41% 23	0.30% 2	674	2.57
The City of South Fulton has ample services and programs for senior citizens	13.65% 92	25.07% 169	46.88% 316	12.91% 87	1.48% 10	674	2.64
The City of South Fulton has ample services, programs, and accessibility for disabled persons	13.49% 90	20.39% 136	59.52% 397	6.15% 41	0.45% 3	667	2.6

Question 2:

City of South Fulton is known as a great place ...



When respondents were asked to select if they agreed or disagreed with statements regarding the perception of South Fulton we found that almost 40% of respondents do not agree that

the City is known as a great place to raise kids, retire, or visit. While 39% of respondents believe the City of South Fulton is a known as a great place to live, almost 50% were undecided or

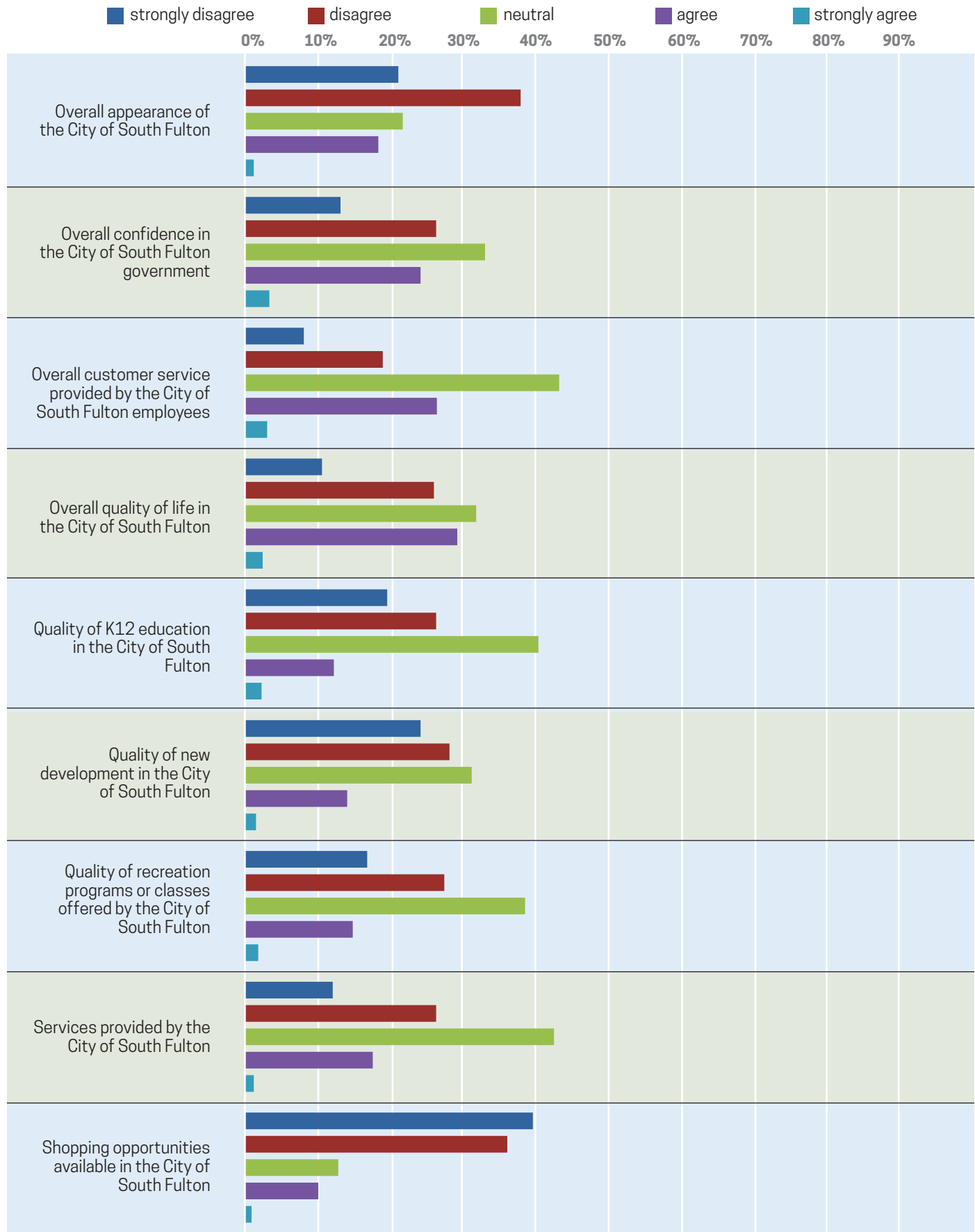
neutral on whether the City is a great place to work and 36% undecided or neutral about how the City embraced young professionals.

How These Survey Results will be Used

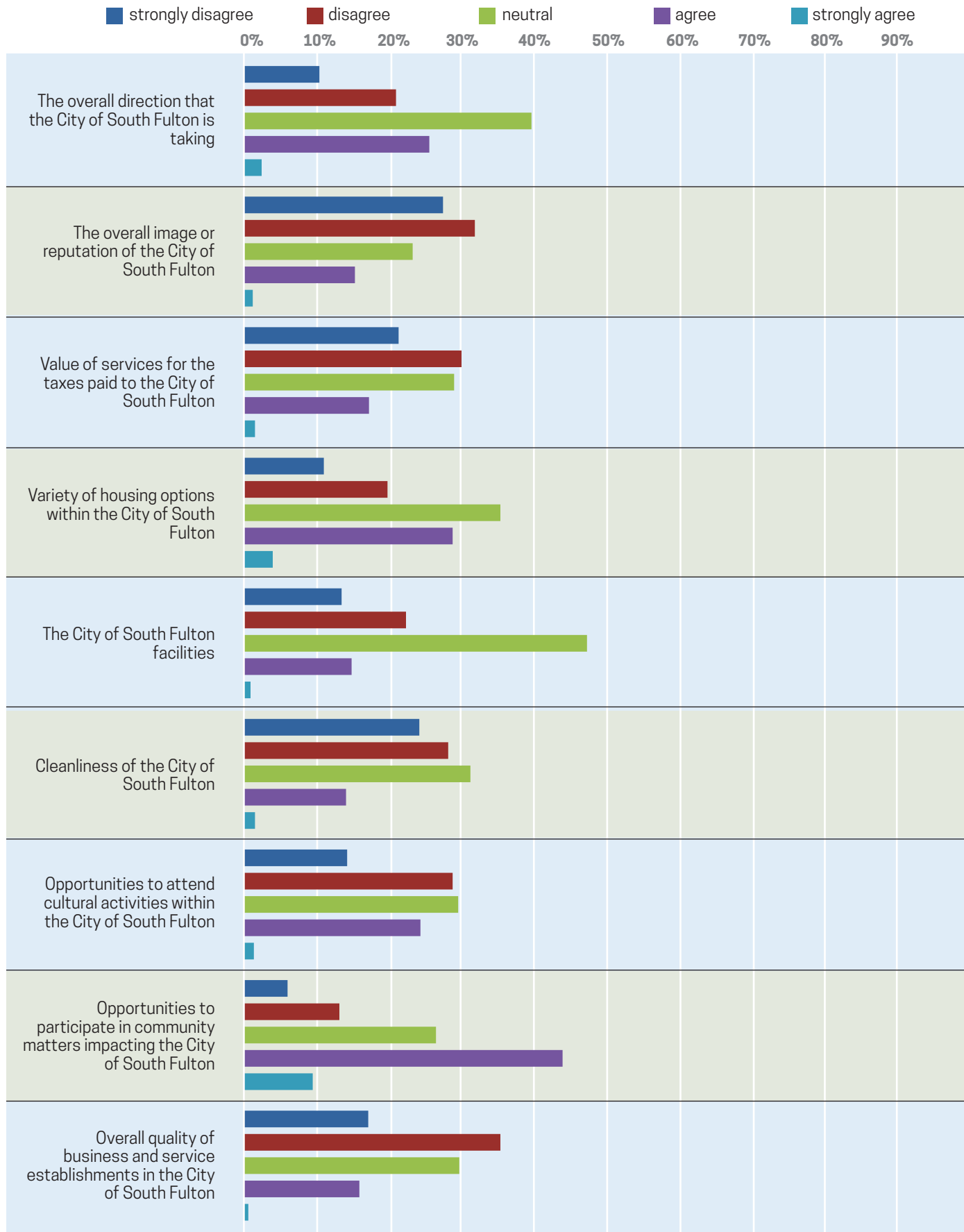
The feedback provided during the public input process not only aligns with the strategic focus areas of Council and staff, but they justify them.

Citizen input is vital to ensuring that the City is focused on what matters most to our residents. The City will analyze the results of the survey and then use the data to guide incremental spending and focus for the areas of concern. Each of the five areas of strategic focus are important, the weight and input of the citizenry impacts the amount of focus and attention each of these five areas received from the Council.

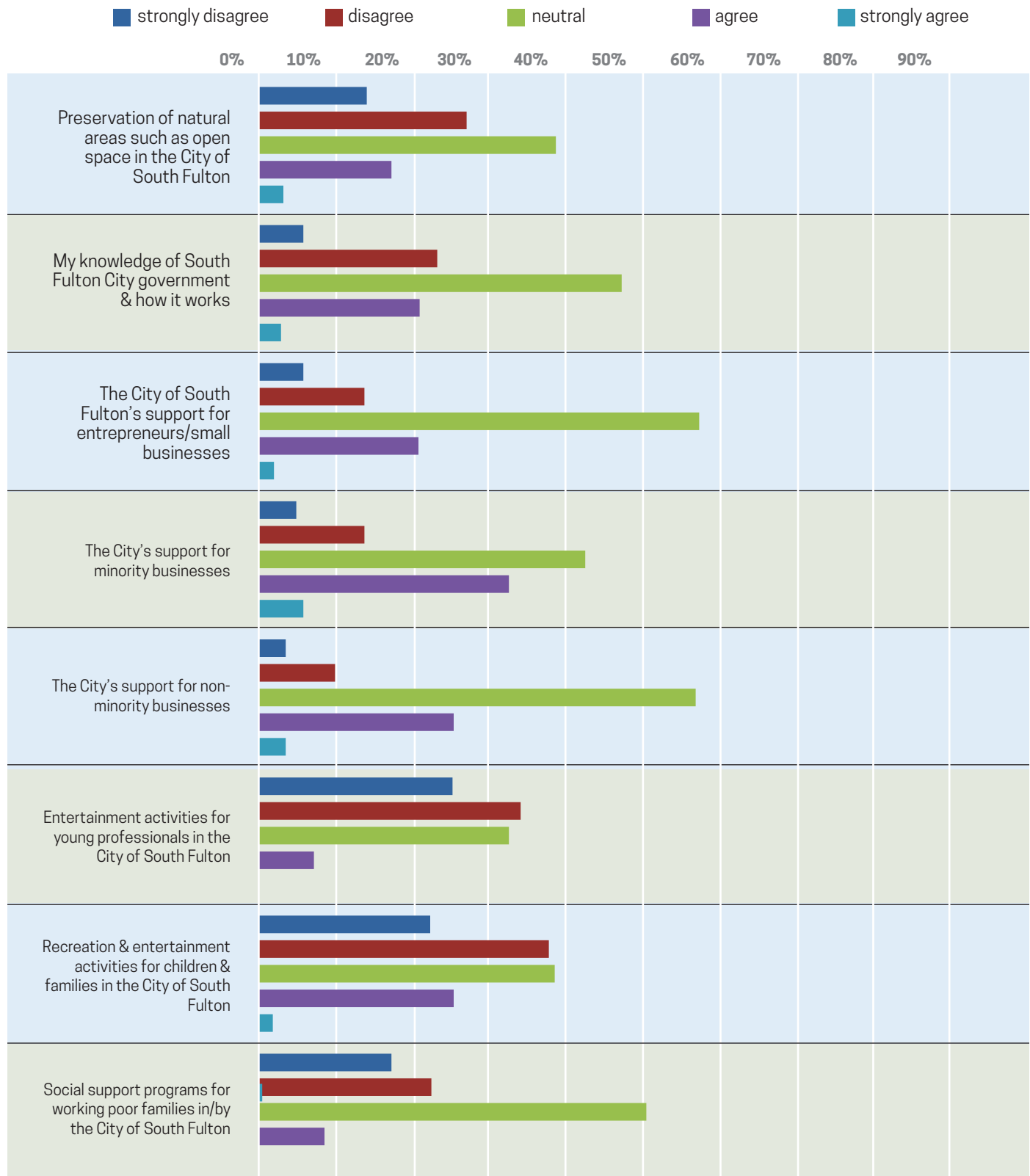
Question 3: I am satisfied with the ...



Question 3: I am satisfied with the ... (CONTINUED)



Question 3: I am satisfied with the ... (CONTINUED)



Question 4. What is your age?

Answer Choices	Responses	
17 or younger	0.00%	0
18-20	0.29%	2
21-29	2.80%	19
30-39	13.84%	94
40-49	26.36%	179
50-59	22.09%	150
60 or older	31.22%	212
I prefer not to answer	3.39%	23

Q5. I am a resident of the City of South Fulton and I reside in District ____ (choose one)

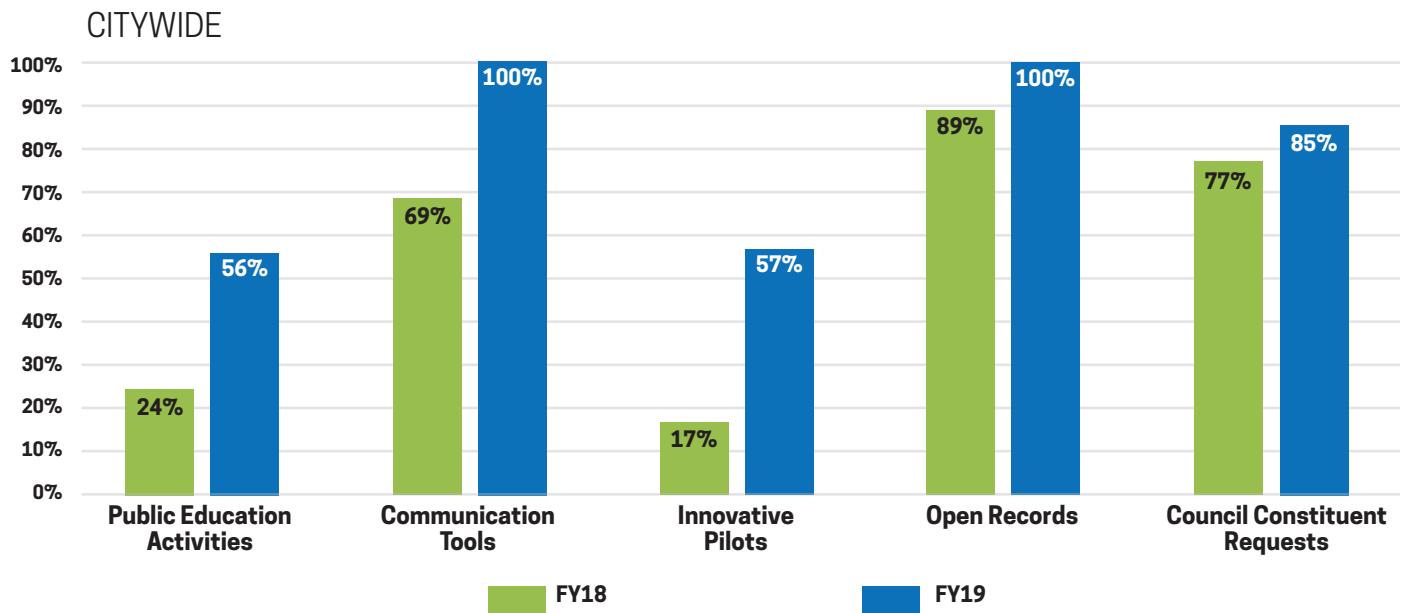
Answer Choices	Responses	
District 1	10.57%	71
District 2	20.09%	135
District 3	13.99%	94
District 4	16.96%	114
District 5	7.29%	49
District 6	9.52%	64
District 7	6.25%	42
I am not a resident of the City of South Fulton (I am a neighbor, business owner, and/or other stakeholder)	2.98%	20
I prefer not to answer	12.35%	83



CITYWIDE ACCOMPLISHMENTS

The City of South Fulton was incorporated on May 1, 2017. As one of Georgia's largest cities, with a population of more than 100,000 residents, and now home to more than 1,800 businesses, covering a diverse geographic area of more than 85 square miles South Fulton is truly moving forward. Leveraging Council's five key priorities for the City – 1. Improve parks and recreation 2. Improve public safety 3. Economic Development 4. Updating Comprehensive & Land Use Plans 5. Create Branding & Messaging – we have made great strides towards attaining the unified goal of self-realization.

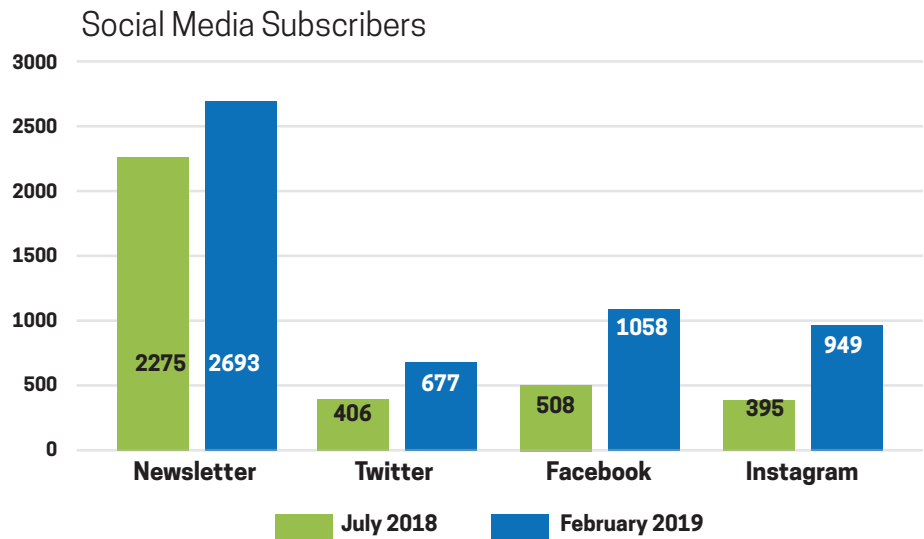
- ▶ Strategic Plan Development
- ▶ Launched 311 Platform
- ▶ Implemented Mayor's Walk
- ▶ 24/7 Customer Response Center
- ▶ Successful Public Education Activities i.e.
- ▶ FIB, Freeport Exemption
- ▶ Balanced Budget (Increased Revenues by 55%)
- ▶ Established Communication Tools with up to a 140% increase in subscribership
- ▶ Implemented Personnel Policy & Procedures
- ▶ Transitioned ALL City Departments (Ahead of stated deadlines)
- ▶ Launched Innovative Pilots, e.g., SF Fellows Internship, Illegal Dumping Surveillance, SF Green Team, SF101
- ▶ Open Records (100%)
- ▶ Council constituent requests (85%)



DEPARTMENTAL ACCOMPLISHMENTS

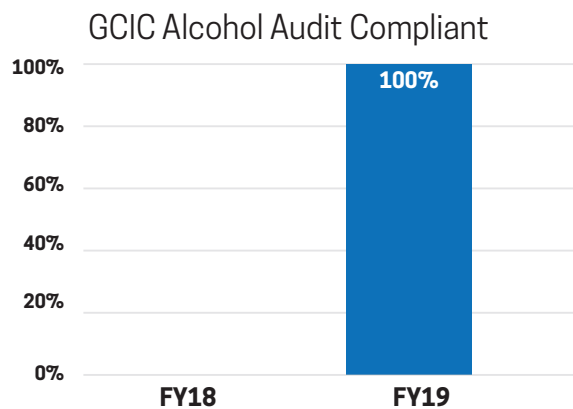
Communications

- ▶ Hired Communications Director
- ▶ Launched City-wide newsletter
- ▶ Successfully coordinated public education campaigns on multiple ballot referendums
- ▶ Launch of Official City Website & Annexation Website
- ▶ Increase social media subscribers on all platforms (Newsletter +18%, Twitter +66%, Facebook +108%, and Instagram +140%)



Community & Regulatory Affairs

- ▶ Attained Qualified Local Government Status
- ▶ Increased Permitting Revenue via contract modification
- ▶ 100% Compliant GCIC Alcohol Audit (no findings or observations)



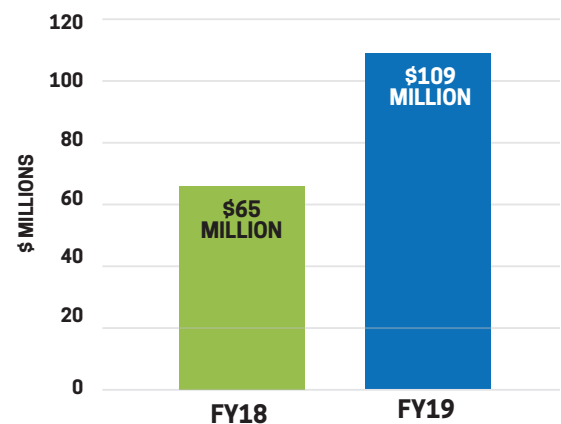
Courts

- ▶ SF Green Team
- ▶ Diversion Program
- ▶ Implemented Restorative Justice Model

Finance

- ▶ Delivered City's balanced budget within statutory guidelines
- ▶ Increased City revenues by 68%

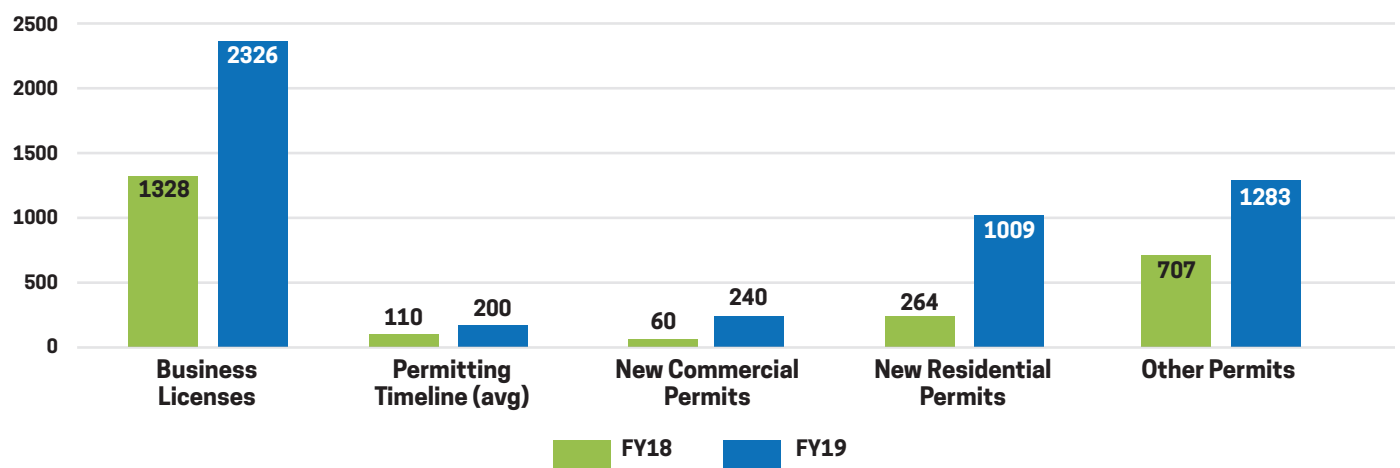
FINANCE / INCREASED REVENUE



Destination South Fulton

- ▶ TAD Legislation
- ▶ Branded Destination South Fulton
- ▶ FIB Job Fair (27 business partners; 200+ job seekers)
- ▶ Established SF Development Authority
- ▶ Exceeded budgeted permit revenues year over year
- ▶ Increased business licenses issued by 75% from 1,328 to 2,326
- ▶ Decreased permitting timeline 25%
- ▶ New commercial permits issued increased 300% from 60 to 240
- ▶ New residential permits issued increased 282% from 264 to 1,009
- ▶ Other permits issued increased 282% from 707 to 1,283

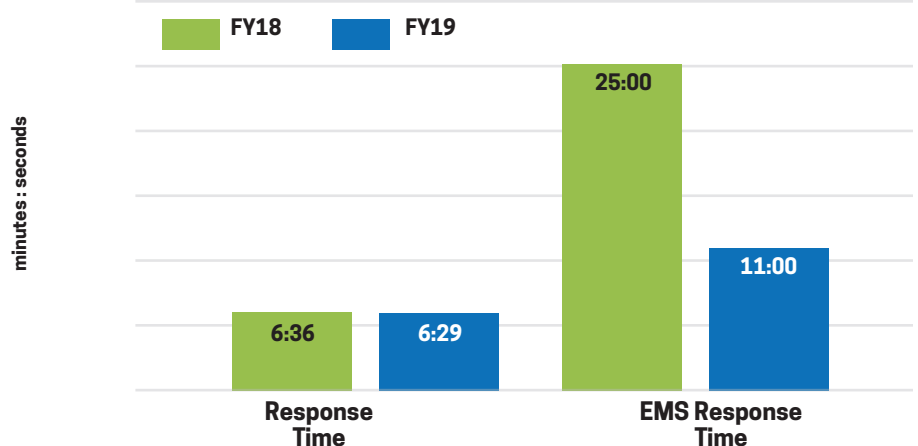
DESTINATION SOUTH FULTON



FIRE

- ▶ Reduced response times to 6:29
- ▶ Successfully advocated for new EMS providers (reduced response times by 50%)
- ▶ Increased fleet in the array by 3 vehicles (no additional costs)
- ▶ Implemented multiple mutual aid agreements
- ▶ Expanded smoke detector installation program

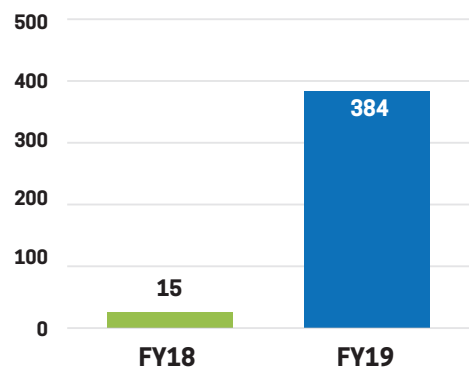
Response Times



Human Resources

- ▶ Policy & Procedures Manual
- ▶ GMA Leadership Training
- ▶ SF Fellows Internship Program
- ▶ Increased total number of employees by 2460 %

Number of Employees



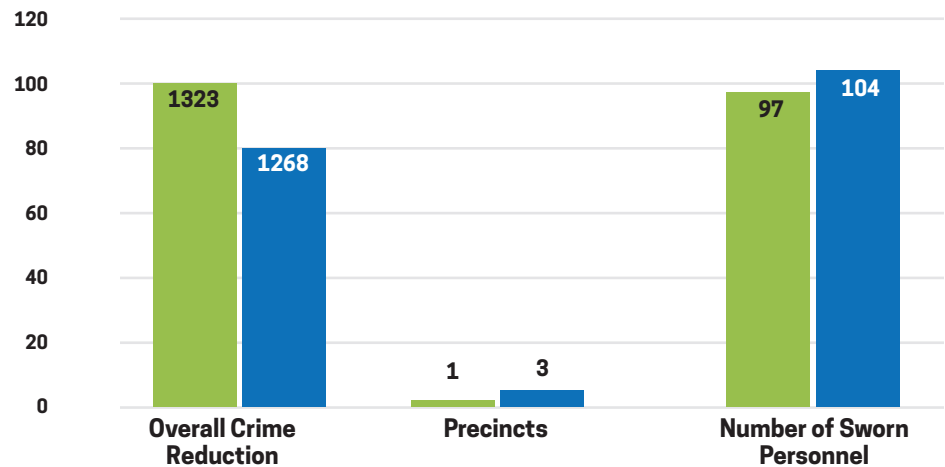
Parks and Recreation

- ▶ Established key financial partnerships and revenue including Atlanta Hawks
- ▶ Increased revenues through the implementation of CivicRec

Police

- ▶ Increased Public Safety Presence via 2 Mini-Precincts
- ▶ Increased total number of sworn personnel by 40%
- ▶ Reduced overall crime reduction by 4% (Part 1 offenses – 4%, arrests – 5%, all arrests – 4%)
- ▶ Facilitated the Re-designed City police patrol zones for the first time since the 1950s

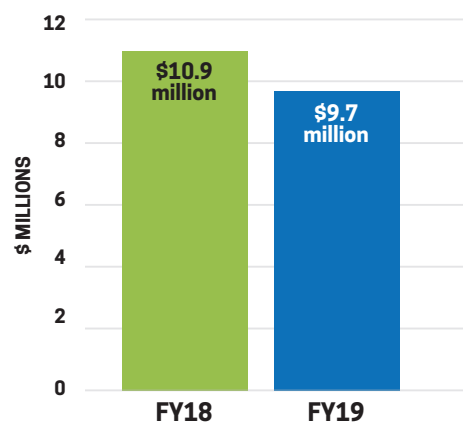
Police



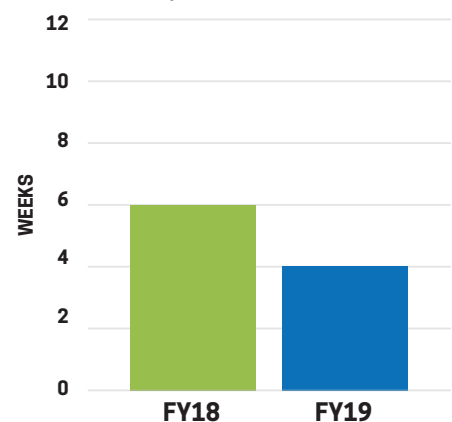
Public Works

- ▶ Reduced cost by \$1.2M
- ▶ Implemented illegal dumping pilot
- ▶ Established City-wide 24/7 Citizen Response Center
- ▶ Increased transportation KPIs in every category
- ▶ Increased City visibility by installing Welcome signs in key corridors
- ▶ Reduced ROW maintenance (winter cycle) from 6 weeks to 4 weeks

Cost savings



Right of way maintenance (winter cycle)



ACKNOWLEDGEMENTS

Thank you to all who contributed to the development of the City of South Fulton's 2020-2023 Strategic Plan.

Citizens of the City of South Fulton
City of South Fulton Mayor and City Council

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Tony Phillips, Parks & Recreations Director

Public Engagement Host Facilities:

Arlington Christian School
Burdette Recreation Center
Cedar Grove Community Center
Love T. Nolan Elementary School
South Fulton Annex
Southwest Arts Center
Welcome All Park
Wolf Creek Library
Zion Hill Church



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